

PERSONAL INFORMATION

**Karen Donders**



-  2, Pleinlaan, Brussels, 1050, Belgium
-  0032(0)2 629 1566  0032(0)474 82 50 03
-  [kdonders@vub.be](mailto:kdonders@vub.be)
-  [www.smit.vub.ac.be](http://www.smit.vub.ac.be)

Sex Female | Date of birth 30/07/1983 | Nationality Belgian

WORK EXPERIENCE

(October 2011 - Ongoing)

**Policy and corporate strategy advisor**

Several media companies, media regulators, ministries of media, etc.

- Consultancy on policy issues, and corporate strategy dossiers related to among others production, distribution, and digital media strategies

[Media, consultancy](#)

(September 2011 - Ongoing)

**Assistant Professor, full time**

Vrije Universiteit Brussel, Belgium

- Teaching courses 'Policy analysis', 'European Media Markets', 'Political Economy of Journalism' and supervision of master theses in bachelor 3 communication sciences, in bachelor 3 social sciences, in the international master 'New media and Society in Europe', and in the international master 'Journalism and Media in Europe'
- Programme director of the international master 'New Media and Society in Europe'
- Programme director of the Postgraduate in 'Media Economics'
- PI and head of MEDIA unit at the Center for Studies on Media Innovation and Technology (SMIT), part of imec, managing 40 junior and senior researchers working on mediated communication

[University education](#)

(September 2012 - 2013)

**Guest professor**

University of Antwerp, Belgium

- Teaching course 'National and international media policy', supervision of master theses

[University education](#)

(October 2010 – July 2011)

**Policy advisor**

Cabinet Media, Flemish Government, Belgium

- Advise on and coordination of negotiations of the management contract between the Flemish government and public broadcaster VRT

[Politics](#)

(May 2010 – June 2011)

**Senior researcher**

Institute for European Studies, Vrije Universiteit Brussel, Belgium

- Project management and execution of research projects on national and European media policy, media policy and media economics, EU competition law and media, public broadcasting

[Academic research and consultancy services](#)

(April 2006 – April 2010)

**Junior researcher**

Institute for European Studies, Vrije Universiteit Brussel, Belgium

- Research on European State aid law and its impact on public service media

Academic research

(September 2005 – March 2006)

**Junior researcher**

iMinds-SMIT, Vrije Universiteit Brussel, Belgium

- Execution of research projects on e-government

Academic research and consultancy services

EDUCATION AND TRAINING

---

(2018)

**Negotiate like a female pro**

Followed a 3 hour course on negotiating techniques, Fierce Ladies Academy, Antwerp, Belgium

- Training concerning types of negotiation, negotiation techniques by nonzerosumlawyers

(2015-2016)

**Professionalization education track**

Succesful completion, Vrije Universiteit Brussel, Belgium

- Track of 180 hours on teaching methods, interactive teaching, teaching for international groups, etc.

(2012-2013)

**Course 'Droits voisins'**

Succesful completion (16/20) of course 'Droits voisins' at HUB/KULeuven, Belgium

- In-depth knowledge of neighbouring rights

(2011-2012)

**Module on 'Law and Economics of State aid'**

Succesful completion (19/20) of module 'Law and Economics of State aid' at Brussels School for Competition, Belgium

- In-depth knowledge of law and economics of State aid

(2006-2010)

**Ph.D. in communication sciences**

Ph.D. in communication sciences (*maxima cum laude with felicitations of the jury*) at the Communication Sciences department, Vrije Universiteit Brussel, Belgium

- In-depth knowledge of European State aid law, public service media policies and strategies

(2004-2005)

**Master in communication sciences**

Master in communication sciences (*maxima cum laude*) at the Communication Sciences department, Vrije Universiteit Brussel

- Specialisation in information society policies and globalisation

(2001-2004)

**Bachelor in communication sciences**

Bachelor in communication sciences (*summa cum laude*) at the Communication Sciences department, Vrije Universiteit Brussel

- Communication sciences, political economy of communication, media policy, policy analysis, etc.

(1995-2001)

**Secondary school degree**

Succesful completion of secondary school

- Latin, mathematics

PERSONAL SKILLS

---

Mother tongue(s)

Dutch

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
French/German	C1/A1	C1/A1	B1/A1	B1/A1	B1/A1
Replace with name of language certificate. Enter level if known.					
English	C2	C2	C2	C2	C2
CVO-KNBH: Successful completion of course 'Advanced English' (2006-2007) & Completed Ph.D. track in English (at the Institute for European Studies where the working language is English, Vrije Universiteit Brussel)					

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user  
Common European Framework of Reference for Languages

**Communication skills**

- Good communication skills obtained as senior researcher coordinating research projects, and as a policy advisor for the Flemish cabinet media, Flemish public broadcaster VRT and several other media companies
- Regularly asked as a key note speaker or panel member at both academic and industry/policy events.

**Organisational / managerial skills**

- Leadership skills obtained as PI coordinating research projects at SMIT and as head of a research unit consisting of 40 junior and senior researchers
- Organisation skills obtained as organiser of several conferences, workshops and research colloquiums (see among others [www.eurocpr.org](http://www.eurocpr.org) on the annual organisation of the European Communication Policy Conference, [www.privatetelevision.eu](http://www.privatetelevision.eu) for more information on a two-yearly organised conference on private television in Europe)
- Time management skills due to the combination of several different employments at the same time
- Financial planning.
- HR policy implementation, evaluation meetings.

**Job-related skills**

- Experience to work together with people in a multi-cultural environment (currently at SMIT, the international master programs and the social sciences bachelor and collaborative projects with people from other universities from other countries)
- Experience to work together with people from industry in several innovation projects (including an ongoing one on the creation of a data management integration layer with software, media content and advertising companies)
- Experience with supervising and coaching young people in their first job experiences (notably several junior researchers and Ph.D. students) and coaching senior researchers in their post-doc career planning
- Team player due to collaboration on projects under severe time constraints, requiring coordination and dynamic knowledge exchange

**Computer skills**

- Good command of Microsoft Office™ tools

ANNEX 1: Publications

H-index = 15

**A | (Co-) Author of a scientific monograph**

- Donders, K. (forthcoming, publication in 2019) Public service media between theory, rules and practice. London, Routledge.
- Evens, T. and Donders, K. (2018) Platform power and policy in transforming television markets. New York, Basingstoke, Palgrave Macmillan.
- Donders, K. (2012). Public service media and policy in Europe. New York, Basingstoke: Palgrave Macmillan.

**B | Articles / contributions in scientific monographs / anthologies with an international referee system**

- Van den Bulck, H.; Donders, K. and Lowe, G.F. (2018) Public Service Media in the Networked Society. What Society? What Network? What Role?, pp.11-28, In: Lowe, G.F.; Van den Bulck, H. and Donders, K. (2018) Public service media in the networked society. Göteborg, Nordicom.
- Raats, T.; Steemers, J. and Donders, K. (2018) Is content still king? Trends and challenges in the production and distribution of television content in Europe, in: D'Haenens, L.; Trappel, J. and Soussa, H. (Eds) Comparative media policy, regulation and governance in Europe, Chicago, Intellect.
- Raats, T. and Donders, K. (2017) Public service media and partnerships: analysis of policies and strategies in Flanders, pp.39-60, in Glowacki, M. and Jaskiermia, A. (Eds) Public service media renewal: Adaption to digital network challenges, Peter Lang, Frankfurt Am Main.
- Donders, K. and Raats, T. (2017) Flanders: Increasing transparency of public service media through stakeholder involvement in policy-making?, pp.41-53, In Herzog, C.; Hilker, H.; Novy, L. and Torun, O. (Eds) Transparency and funding of public service media – Die deutsche Debatte im internationalen Kontext, Springer Verlag.
- Donders, K. and Raats, T. (2015). Public service media and European market integration policies, pp.53-72. In Ariazza Ibarra, K.; Kuhn, R. and Nowak, E. (Eds), Public service media in Europe: A comparative approach. London: Routledge.
- Donders, K. and Raats, T. (2015). Cultural Diversity and State aids to public service media. In Psychiogopoulou, E. (Ed.), European media policy and cultural diversity. Basingstoke: Palgrave Macmillan.
- Loisen, J.; Pauwels, C. and K. Donders (2015). Mainstreaming EU cultural policies internally and externally: Caught between subsidiarity and global subsidiarity? pp. 65-86. In: Price, M.E.; Verhulst, S.; Morgan, L. (Eds.). Handbook of Media Law. Routledge.
- Donders, K.; Pauwels, C. and Loisen, J. (2014). 'Introduction: European media policy as a complex maze of actors, regulatory instruments and interests', pp. 1-18. In: Donders, K.; Pauwels, C. and Loisen, J. (Eds). Handbook of European Media Policy. New York, Basingstoke: Palgrave Macmillan.
- Van den Bulck, H. and Donders, K. (2014). 'Analyzing European Media Policy: Stakeholders and Advocacy Coalitions', pp. 19-35. In: Donders, K.; Pauwels, C. and Loisen, J. (Eds). Handbook of European Media Policy. New York, Basingstoke: Palgrave Macmillan.
- Donders, K. and Moe, H. (2014). 'European State aid control and public service broadcasting: when the goals of competition policy clash or match (?) with public interest objectives', pp. 426-441. In: Donders, K.; Pauwels, C. and Loisen, J. (Eds). Handbook of European Media Policy. New York, Basingstoke: Palgrave Macmillan.
- Donders, K. and Van den Bulck, H. (2014). 'The 'Digital Argument' in Public Service Media Debates: An analysis of conflicting values in Flemish management contract negotiations for VRT', pp. 145-163. In: Lowe, G.F. and Martin, F. (Eds). The value in public service media. Göteborg: Nordicom.
- Lindmark, S. J.; Ranaivoson, H. R.; Donders, K. and P. Ballon (2013). Innovation in small regions' Media Sectors. Assessing the Impact of Policy in Flanders, pp. 127-144. In: Storsul, T. and A. Krumsik. Media Innovations: A Multidisciplinary Study of Change. Göteborg: Nordicom.
- Donders, K. and Van den Bulck, H. (2013). 'Scratching the surface of the digital argument in contemporary public service media debates: The case of management contract negotiations in Flanders', pp. 83-94. In: Löblich, M. and Pfaff-Rüdiger, S. (Eds). Communication and media policy in the era of the Internet: Theories and Processes. Baden Baden: Nomos.
- Pauwels, C.; Donders, K. and J. Loisen (2013). 'Editors' introduction: Private television in Europe: A new beginning or the beginning of the end?', pp. 11-19. In: Donders, K.; Pauwels, C.; and Loisen, J. (Eds). Private television in Europe: Content, markets and policies. Basingstoke: Palgrave Macmillan.
- Pauwels, C. and K. Donders (2013). 'Opening up Europe to private television – harmonization and liberalization to the benefit of all?', pp. 20-36. In: Donders, K.; Pauwels, C.; and Loisen, J. (Eds). Private television in Europe: Content, markets and policies. Basingstoke: Palgrave Macmillan.
- Donders, K. (2013). 'Fighting a (lost) battle? An analysis of 20 years of private television complaints against the funding of public service broadcasting', pp. 214-228. In: Donders, K.; Pauwels, C.; and Loisen, J. (Eds). Private television in Europe: Content, markets and policies. Basingstoke: Palgrave Macmillan.
- Donders, K. and C. Pauwels (2012). 'Ex ante tests: a means to an end or the end for public service media?', pp. 79-96. In: Ferrell Lowe, G. and J. Steemers (Eds). Regaining the initiative for public service media. Göteborg: Nordicom.
- Ranaivoson, H.; Lindmark, S.; Donders, K. and Ballon, P. (2012) 'Evaluating innovation policies in the creative industries: assessment of the Flemish media sector', pp. 142-145. In: Hagoort, G.; Thomassen, A. and Kooyman, R. (Eds). Pioneering minds worldwide: On the entrepreneurial principles of the cultural and creative industries. Delft: Eburon.
- Pauwels, C. and K. Donders (2011). 'Let's get digital. From Television without Frontiers to the digital Big Bang: the EU's continuous efforts to create a future proof internal media market', pp. 525-542. In: Mansell, R. and M. Raboy (Eds). Media and communications policies in a globalised context. New York: Maxwell Publishing.
- Donders, K. and C. Pauwels (2010). 'What if competition policy assists the transfer from public service broadcasting to public service media? An analysis of EU State aid control and its relevance for public broadcasting', pp. 117-131. In: Gripsrud, J. And H. Moe (Eds). The digital public sphere: challenges for media policy. Göteborg: Nordicom.
- Donders, K. (2009). 'State aid and public service broadcasting. How future-proof is the remit of public broadcasting organisations?', pp. 187-218. In: Pauwels, C.; Kalimo, H.; Donders, K. and B. Van Rompuy (Eds). Rethinking European Media and Communications Policy. Brussels: VUBPress.
- Pauwels, C.; Loisen, J. and K. Donders (2006). 'Culture Inc. or Trade revisited? How interinstitutional dialectics and dynamics actors positions affects the outcome of the debate on cultural trade and diversity', pp. 127-156. In: Obuljen, N. and J. Smiers (Eds).

UNESCO's Convention on the Protection and Promotion of the Diversity of Cultural Expressions: Making it work. Zagreb: Institute for International Relations.

## C | Articles in scientific journals with international referee-system (\* = web-of-science)

- Donders, K., Enli, G., Raats, T. & T. Syvertsen (2018). Digitisation, internationalisation and changing business models in local media markets: An analysis of commercial media's perceptions on challenges ahead. In: *Journal of Media Business Studies* 15(2), pp.89-107.
- \* Donders, K.; Van den Bulck, H. and Raats, T. (2018) The politics of pleasing: a critical analysis of multistakeholderism in public service media policies in Flanders, *Media, Culture & Society*, online publication 18 June 2018.
- \* Livémont, E.; Donders, K. and Pauwels, C. (2017) De documentaire als merit good op de publieke omroep: Theorie, beleid en praktijk in Vlaanderen, *Tijdschrift voor Communicatiewetenschap* 45(4), pp.286-303.
- Buts, C.; Langenus, M. and Donders, K. (2017) Is there a role for economic analysis when deciding on state aid to public broadcasters, *European State Aid Law Quarterly* 4, pp.537-558.
- Vanhaeght, A.-S. and Donders, K. (2017) Do 'we' really matter? An analysis of user motivations for online interaction with public service radio, In *Radio Journal: International Studies in Broadcast & Audio Media*, 15(1), pp.7-25.
- Donders, K. (2016) Public service media and the European internal market: Friends or allies? In *Digiworld Economic Journal* 101(1), pp.41-61.
- \* Donders, K. and Van den Bulck, H. (2016) Decline and fall of public service media values in the international content acquisition market: An analysis of small public broadcasters acquiring BBC Worldwide content. In *European Journal of Communication*, 31(3), pp.299-316.
- Vanhaeght, A.-S. and Donders, K. (2016). Do interaction, co-creation and participation find their way from PSM literature to PSM policy? A comparative case study analysis of Flanders, the Netherlands, France and the UK. In *Journal of Media Studies*, special issue on "Public service media" 6(2), pp.46-62.
- \* Evens, T. and Donders, K. (2016). Television distribution: Economic dimensions, emerging policies. In *Informatics and Telematics*, special issue on "Television distribution: Economic dimensions, emerging policies" 33(2), 61-64.
- \* Evens, T. and Donders, K. (2016). Mergers and acquisitions in TV broadcasting and distribution: challenges for competition, industrial and media policy. In *Informatics and Telematics*, special issue on "Television distribution: Economic dimensions, emerging policies", 33(2), 674-682.
- \* Vanhaeght, A.-S. and Donders, K. (2015). Moving beyond the borders of top-down broadcasting: An analysis of younger users' participation in public service media. In *Television and New Media*, 17 (4), 291-307.
- \* Vanhaeght, A.-S. and Donders, K. (2015). Participatie, jongeren en de publieke omroep. Een comparatieve analyse van de multi-platform projecten Carte Blanche en BNN University. In *Tijdschrift voor Communicatiewetenschap*, 43(2), 133-150.
- Raats, T. and Donders, K. (2015). From centralized to distributed public service media: An analysis of market and public value driven arguments. In *International Journal of Digital Television*, special issue on "Public service objectives in communications: Shifting Paradigms", 6(2), 103-123.
- \* Donders, K. and Raats, T. (2015). From public service media organisations to de-centralised public service for the media sector: A comparative analysis of opportunities and disadvantages. In *Javnost* 22(2), 145-163.
- Donders, K. (2015). State aid to public service media: European Commission decisional practice before and after the 2009 Broadcasting Communication. In: *European State aid Law Quarterly* 1/15, 68-87.
- Van Rompuy, B. and Donders, K. (2014). Competition law scrutiny of horizontal cooperation between broadcasters: Is there a mismatch between theory and commercial reality? In *Journal of Media Law* 6(2), pp. 269-286.
- Van den Bulck, H. and Donders, K. (2014). Pitfalls and obstacles of media policy making in an age of digital convergence: The Flemish signal integrity case. In *Journal of Information Policy* 4, pp. 444-462.
- Donders, K. and Evens, T. (2014). Government intervention in marriages of convenience between TV broadcasters and distributors. In *Javnost - The Public* 21(2), pp. 93-110.
- Donders, K. and Pauwels, C. (2014). Introduction: Private television in Europe: Connecting to the future. In *International Journal of Digital Television* 5(1), pp. 31-37.
- Van den Bulck, H. and Donders, K. (2014). Of Discourses, Stakeholders and Advocacy Coalitions in Media Policy: Tracing Negotiations towards the New Management Contract of Flemish Public Broadcaster VRT. In *European Journal of Communication* 29(1), pp. 83-99.
- Morganti, L. and Donders, K. (2014). A digital agenda in search of evidence. In *Info* 16(1), pp. 1-6.
- Evens, T. and Donders, K. (2013). Broadcast market structures and retransmission payments: A European perspective. In *Media Culture & Society* 35(4), pp. 417-434.
- Van Rompuy, B. and Donders, K. (2013). The EBU's Eurovision System Governing the Joint Buying of Sports Broadcasting Rights: Unfinished Competition Business. In *Competition Law Review* 9(1), pp. 7-28.
- Donders, K. and Van Rompuy, B. (2012). 'Competition law, sports and public service broadcasting: The legal complexity and political sensitivity of measuring market distortion and public value'. In *Journal of Media Law* 4(2), pp. 213-228.
- Van Audenhove, L.; Donders, K. and Constantelou, A. (2012). Introduction: The future of Internet governance. In *Info* 14(6), pp. 3-7.
- Donders, K., Pauwels, C. and Loisen, J. (2012), 'Introduction: All or nothing? From public service broadcasting to public service media, to public service 'anything?'' In *International Journal of Media and Cultural Politics* 8(1), pp. 3-12

- Donders, K. and Raats, T. (2012). Analyzing national practices after European state aid control: are multi-stakeholder negotiations beneficial for public service broadcasting? In *Media Culture and Society* 34(2), pp. 162-180.
- Donders, K. (2012). Strijden voor of om de publieke omroep? Hoe subsidiariteit de Europese Commissie en de lidstaten verdeelt in het Staatssteunbeleid. In: *Res Publica: themanummer 'Subsidiariteit in de EU en verder'* 54(1), pp. 39-61.
- Donders, K.; Ranaivoson, H.; Lindmark, S. and Ballon, P. (2012). Public broadcasters and innovation: a contested combination in Flanders. In *Journal of Innovation: management, policy and practice* 14(2), pp. 276-288.
- Donders, K. (2011). Superficial harmonization versus one-size-fits-all: The implementation of European State aid principles in Flanders and the Netherlands. In *Journal of Media Law* 3(2), pp. 237-261.
- Donders, K. (2011). Public service media and civic involvement in Flanders: a long way to heaven? In: *Journal of Electronic Governance* 4(1/2), pp. 27-42.
- Donders, K. and M. Lamensch (2010). The introduction of a tax-and-fund system to subsidise public television in France: Cultural revolution or legal swamp? In *Journal of Media Law* 2(2), pp. 227-244.
- Donders, K. (2010). The benefits of introducing competition principles into national public broadcasting policies. In *Info* 12(6), pp. 56-68.
- Donders, K. and C. Pauwels (2010). The introduction of an ex ante evaluation for new media services: 'Europe' asks it or public broadcasters need it? In: *International Journal of Media and Cultural Politics* 4(2), pp. 133-148.
- Donders, K. (2010). De openbare omroep onder druk: toepassing van de staatssteunregels tussen 1992 en 2010. In: *Mediaforum*, 12(9), pp. 270-278.
- Donders, K. and C. Pauwels (2008). Does EU policy challenge the digital future of public service broadcasting? An analysis of the Commission's State aid approach to digitization and the public service remit of public broadcasting organizations. In: *Convergence, The International Journal of Research into New Media Technologies* 14(3), pp. 295-311.

## D | Articles in scientific edited collections with national referee-system

- Mariën, I.; Donders, K.; Vanhaeght, A.-S. en Walravens, N. (2017) PAR4\_P: Een shift in beleidsvorming voor een menselijke digitale stad, in Ballon, P.; Macharis, C. en Ryckewaert, M. (Eds) *De humane stad: 30 voorstellen voor een stad op mensenmaat*, Brussel: VUB Press.
- Van den Bulck, H. and Donders, K. (2012). 'Inleiding', pp. 11-18. In: Donders, K. and Van den Bulck, H. (Eds). *De VRT in de 21ste eeuw: overbodige luxe of maatschappelijke meerwaarde*. Antwerpen, UPA.
- Donders, K. and Pauwels, C. (2012). 'De verkeerde kant van de telescoop: uiteenlopende visies op de publieke omroep', pp. 33-50. In: Donders, K. and Van den Bulck, H. (Eds). *De VRT in de 21ste eeuw: overbodige luxe of maatschappelijke meerwaarde*. Antwerpen, UPA.
- Donders, K. (2012). 'Wat denkt de concurrentie? Een pleidooi voor een strenger gereguleerde publieke omroep', pp. 87-100. In: Donders, K. and Van den Bulck, H. (Eds). *De VRT in de 21ste eeuw: overbodige luxe of maatschappelijke meerwaarde*. Antwerpen, UPA.
- Donders, K. and Van den Bulck, H. (2012). 'De beheersovereenkomst 2012-2016: niemand tevreden, niemand ongelukkig?', pp. 117-132. In: Donders, K. and Van den Bulck, H. (Eds). *De VRT in de 21ste eeuw: overbodige luxe of maatschappelijke meerwaarde*. Antwerpen, UPA.
- Van den Bulck, H. and Donders, K. (2012). 'Conclusies', pp.133-140. In: Donders, K. and Van den Bulck, H. (Eds). *De VRT in de 21ste eeuw: overbodige luxe of maatschappelijke meerwaarde*. Antwerpen, UPA.

## E | Articles in scientific journals with national referee-system

- Donders, K. (2011). De regulering van publieke omroepen in Vlaanderen en Nederland: analyse van de implementatie en impact van de Europese staatssteunregels. In: *Auteurs & Media*, 2011/2, pp. 150-161.
- Donders, K. (2009). Staatssteun, Europese Commissie, TV/Danmark, publieke omroep, arrest Gerecht van Eerste Aanleg: krachtlijnen. In *Auteurs & Media* 1-2, pp. 135-138.

## F | Articles / contributions in scientific monographs / anthologies without referee system

- Picone, I.; Willaert, K. and Donders, K. (2013). The Public in Public Service Media. The Case of VillaSquare. In: Gulyas, A. & Hammer, F. (Eds). *Public Service Media in the Digital Age. International Perspectives*. Newcastle upon Tyne: Cambridge Scholars Publishing.
- Donders, K. (2012). 'Public service objectives and power games: How subsidiarity issues cloud debates on the future of public service broadcasting', pp. 111-124. In: Loisen, J. and De Ville, F. (Eds). *Subsidiarity and multi-level governance*. Brussels: Koninklijke Vlaamse Academie van België voor Wetenschappen en Kunsten.
- Donders, K. and Raats, T. (2012). 'Measuring Public Value with the Public Value Test: Best or Worst Practice?', pp. 157-174. In: Janssen, K. and Cromptoets, J. (Eds). *Geographic data and the law: defining new challenges*. Leuven: Leuven University Press.
- Moe, H. and Donders, K. (2011). 'Ex ante tests in Europe: from diverging perspectives to infinite conclusions', pp. 9-16. In: Donders, K. and Moe, H. (Eds). *Ex ante tests in Europe: from diverging perspectives to infinite conclusions*. Göteborg: Nordicom.

- Donders, K. (2011). 'The Public Value Test: A Reasoned Response or Panic Reaction', pp. 29-38. In: Donders, K. and Moe, H. (Eds). *Ex ante tests in Europe: from diverging perspectives to infinite conclusions*. Göteborg: Nordicom.
- Donders, K. and Pauwels, C. (2009). 'European State aid rules and the public service broadcasting remit in the digital age: analyzing a contentious part of European policy and integration', pp. 178-197. In: Garcia-Blanco, I.; Van Bauwel, S. and Cammaerts, B. (Eds). *Media agoras: democracy, diversity and communication*. Cambridge: Cambridge Scholars Publishing.

## G | Articles in scientific journals without referee-system

- Donders, K. (2010). Flanders. In *IRISplus* 4, p. 52.

## H | Scientific editor of scientific monographs / anthologies and journals

- Van den Bulck, H.; Manuel, P.; Donders, K. and Van Audenhove, L. (forthcoming, 2018) *Handbook of Media Policy Methodology*. New York, Basingstoke, Palgrave Macmillan.
- Lowe, G.F.; Van den Bulck, H. and Donders, K. (2018) *Public service media in the networked society*. Göteborg, Nordicom.
- Donders, K.; Pauwels, C. and Loisen, J. (2014). *Handbook of European Media Policy*. Basingstoke: Palgrave Macmillan.
- Donders, K.; Pauwels, C.; and Loisen, J. (2013). *Private television in Western Europe: Content, markets and policies*. Basingstoke: Palgrave Macmillan.
- Van Audenhove, L; Constantelou, A. and Donders, K. (2012). Special issue on 'The future of Internet governance', in: *Info* 14(6).
- Donders, K.; Pauwels, C. and Loisen J. (2012). Special issue on 'New practices to regulate and evaluate the role of public broadcasters in the new media ecology', in: *International Journal of Media and Cultural Politics* 8(1).
- Donders, K. and Van den Bulck, H. (2012). *De VRT in de 21ste eeuw: overbodige luxe of maatschappelijke meerwaarde?* Antwerpen: UPA.
- Donders, K. and Moe, H. (2011). *Ex ante tests in Europe: from diverging perspectives to infinite conclusions*. Göteborg: Nordicom.
- Pauwels, C.; Kalimo, H.; Donders, K. and Van Rompuy, B. (2009). *Rethinking European Media and Communications Policy*. Brussels: VUBPress.

## I | Communications at international conferences / symposia not published or only available as an abstract

- Donders, K. (2018) *Convergence and digital media markets: opportunities and challenges*. Presentation at the CEPI workshop, Monte Carlo TV Festival, 18 June 2018.
- Donders, K.; Van den Bulck, H. and Raats, T. (2017) *The politics of pleasing: An analysis of multi-stakeholderism in Flemish public service media policies*, paper presented at the Joint Workshop of the ECREA "Communication Law and Policy" and "Media Industries and Cultural Production" Sections. Norwich, 16th September 2017
- Invited panellist at YECREA panel 'Engaging with industry and policy stakeholders for research and impact', for the 2017 Joint Workshop of the ECREA "Communication Law and Policy" and "Media Industries and Cultural Production" Sections. Norwich, 15th September 2017.
- Vanhaeght, A.-S., Lunt, P. and Donders, K. (2016) *Why does audience participation in public service media matter? A society-centered approach to audience participation in PSM*. Paper presented at IAMCR conference, Leicester, 30 July.
- Livemont, E. and Donders, K. (2016) *Creative documentary film beyond public service media*. Paper presented at IAMCR conference, Leicester, 30 July.
- Raats, T. & Donders, K. (2016). *From public interest to market sustainability? Evaluating the ecosystem approach for public service media*. Paper presented at EMMA conference, Porto, 2-4 June.
- Raats, T. & Donders, K. (2014). *Public service publisher revisited*. ECREA conference, Lisbon, 12-15 November
- Donders, K. & Van den Bulck, H. (2014). *Furthering cultural imperialism the public service media way*. ECREA conference, Lisbon, 12-15 November
- Raats, T. & Donders, K. (2014). *Public service publisher revisited*. 'RIPE' conference, Tokyo, 27-29 August
- Donders, K. & Van den Bulck, H. (2014). *BBC Worldwide conquering the world's media markets*. 'RIPE' conference, Tokyo, 27-29 August
- Vanhaeght, A. & Donders, K. (2014). *Moving beyond the borders of top-down broadcasting: An analysis of youngsters' participation in public service media projects*. 'RIPE' conference, Tokyo, 27-29 August
- Donders, K. & Van den Bulck, H. (2013). *A dwarf fighting giants: Flemish media policies in an age of globalization*. Paper presented at the ICA pre-conference 'Global communications and national media policies', 16 June, London.
- Evens, T. & Donders, K. (2013). *Carriage disputes in Europe: a framework for analysing power conflicts in broadcaster-to-distributor markets*. Paper presented at the European Media Management Association (EMMA) Conference 'Digital Transformations and Transactions in Media Industries', June 13-15, 2013, Bournemouth, United Kingdom.
- Evens, T. & Donders, K. (2013). *Channel conflicts between broadcasters and distributors: developing a framework for assessing regulatory intervention*. Paper presented at the IAMCR 'Crises, creative destruction and the global power and communication

- orders', June 25-29, 2013, Dublin, Ireland.
- Donders, K. and Van den Bulck, H. (2012). Scratching the surface of the 'digital argument' in contemporary public service media debates. The case of the new management contract negotiations for VRT. Paper presented at the RIPE@2012 'Value For Public Money – Money for Public Value' conference, Sydney, 4-7 September.
- Van den Bulck, H. and Donders, K. (2012). Unraveling the digital argument in contemporary public service media debates: the case of the new management contract negotiations for VRT. Presented at the Workshop 'Communication and Media Policy in the era of the Internet and digitization, ECREA Communication Law and Policy Section, Munich, 16-17 March.
- Donders, K. and T. Raats (2011). Analyzing national practices after European State aid control: are multi-stakeholder negotiations beneficial for public service broadcasting? Paper presented at the IAMCR Conference, Istanbul, 15 July.
- Ranaivoson, H.; Donders, K.; Ballon, P.; Sorgeloos, H. and T. Raats (2011). Innovation in a small media market: how to promote what? Paper presented at the IAMCR Conference, Istanbul, 15 July.
- Ranaivoson, H.; Donders, K.; Ballon, P.; Sorgeloos, H. (2011). Innovation in a small media market: how to promote what? Paper presented at the EUROITV conference, Lisbon, 29 June-1 July 2011.
- Evens, T. and K. Donders (2011). Broadcasters diversifying revenues: getting distribution fees from operators. Paper presented at the conference '20 years of television without frontiers and beyond: private television in Europe', Brussels, 28-29 April.
- Donders, K. and T. Evens (2011). Cable wars and business battles in broadcasting markets: implications for internet television. Paper presented at the EUROCPR conference, Ghent, 28-29 March.
- Evens, T. & Donders, K. (2011). Regulating cable in Flanders: fool or tool? 22st European Regional ITS Conference, September 19-21, Budapest, Hungary.
- Donders, K. and C. Pauwels (2010). The ex ante test of public broadcasters' new media services: Europe wants it or public broadcasters need it? Paper presented at the RIPE conference, London, 8-11 July.
- Donders, K. and C. Pauwels (2008). What if competition policy delivers a service to the public interest? An assessment of 15 years of EU State aid control of public broadcasters' funding. Paper presented at the 2nd ECREA Conference, Barcelona, 25-28 November.
- Donders, K. and C. Pauwels (2008). What if competition policy delivers a service to the public interest? An assessment of 15 years of EU State aid control of public broadcasters' funding. Paper presented at the 'Television and the digital public sphere' symposium (organised by the Digicult project), Paris, 22-24 October.
- Donders, K. and C. Pauwels (2008). The remit of public broadcasting in a digital age: a story about private competitors' interests and increasing European State aid control? Paper presented at the IAMCR Conference, Stockholm, 20-25 July.
- Donders, K. and C. Pauwels (2007). European State aid rules and the public service remit of public service broadcasting in the digital age: analyzing a contentious part of European policy and integration. Paper presented at the ECREA Conference, Brussels, 11-12 October.
- Donders, K.; Van Rompuy, B. and C. Pauwels (2007). Concurrentie in het concurrentiebeleid? Op zoek naar coherentie in het Europese mededingingsbeleid voor de publieke omroep: een perspectief op de posities van de Europese Commissie en het Europees Hof van Justitie. Paper presented at the Etmaal van de Communicatiewetenschappen, Antwerpen, 8-9 February.

## J | Final reports of policy preparing studies submitted to the subsidizing organization after conclusion of the activities

- Research report on 'Hoe mediawijs is de Vlaming over mediabeleid?' | SMIT – from 1 October 2015 – 1 September 2016, as lead researcher and supervisor.
- Research report on 'Stakeholder consultation on impartiality and VRT' | VRT – from 1 October 2014 to 28 February 2015, as supervisor.
- Research report on 'Future policies for innovation in media markets' | VRT Medialab – from 1 July 2010 to 30 April 2011, as lead researcher.
- Research report on 'Opening the Flemish cable market' | SADC – February 2011, as lead researcher.
- Research report on 'Broadcasting and distribution in the US, Denmark and Flanders' | SBS Belgium – from 1 August to 31 November 2010, as lead researcher.
- Research report on 'Stakeholder consultation on the future role of Flemish public broadcaster VRT' – from 1 December 2009 to 31 May 2010, as lead researcher.
- Research report on 'Developing a multi-channel strategy for e-government' | iMinds ICON – from 1 September 2005 to 30 April 2006, as researcher.
- Research report on 'Developing an instrument for ICT monitoring in Flanders' | iMinds ICON – from 1 September to 30 April 2006, as researcher.

## K | Vulgarizing publications aimed at a wide audience

- Donders, K. and Ballon, P.T. (2017) Can the European Union become a digital giant? *Mediaroad blog*, 27 November, <http://www.mediaroad.eu/archives/category/mr-blog>.
- Ballon, P. en Donders, K. (2017) Kan de Europese Unie een digitale reus worden? VRTNWS.be, 30 September,



<https://www.vrt.be/vrtnws/nl/2017/09/30/kan-de-europese-unie-een-digitale-reus-woorden/>.

- Donders, K. and Van den Bulck, H. (2016) Small nations, small public broadcasters and the acquisition of international content: Pressure on the free-to-air model. On Television from Small Nations blog, <https://smallnationstv.org/2016/07/06/small-nations-small-public-broadcasters-and-the-acquisition-of-international-content-by-karen-donders-and-hilde-van-den-bulck/>.
- Schooneknaep, I. and Donders, K. (2016) Inside the digital single market. On Open Democracy, <https://www.opendemocracy.net/ourbeeb/ilse-schooneknaep-karen-donders/what-is-digital-single-market>.
- Donders, K. and Raats, T. (2015). BBC-Clarkson: 0-1. On the news website of the Flemish public broadcaster VRT, [www.deredactie.be](http://www.deredactie.be), 14 April.
- Donders, K.; Van Rompuy, B. & Evens, T. (2014). Merger mania in distribution and content markets: need for European action. On Media Policy Blog of the London School of Economics, <http://blogs.lse.ac.uk/mediapolicyproject/2014/09/09/merger-mania-in-distribution-and-content-markets-need-for-european-action/>.
- 23 professoren communicatiewetenschappen (2014). Wordt de VRT van morgen een omroep van alle Vlamingen of enkel van politici? In De Morgen, 21 August.
- Donders, K. (2013). Een regelrechte tragedie. In De Standaard, 13 June.
- Donders, K. and Van den Bulck, H. (2012). De VRT in de 21ste eeuw: Overbodige luxe of maatschappelijke noodzaak? Antwerpen: UPA.
- Donders, K. (2008). EU-bemoeienis? In De Standaard, 26 August.
- Pauwels, C. & Donders, K. (2007). Nieuwe media in oude zakken. In De Tijd, 30 November.
- Pauwels, C.; Donders, K. & Loisen, J. (2007). Culturele diversiteit komt niet vanzelf. In De Tijd, 20 March.

ANNEX 2: Other research activities, science communication and policy advise

## A | Research projects

- 2018: Analyse over radio-omroeporganisaties in het Brusselse medialandschap. BILA, Flemish government. Researcher.
- 2017-ongoing: Building an ecosystem for data management by local publishers (EcoDaLo). ICON. Scientific lead.
- 2017-ongoing: Mediahub Brussels. Brussels fund. Supervisor.
- 2016-ongoing: European expert network on cultural and audiovisual policies (EENCA). VUB. Scientific coordinator.
- 2015-2016: Media literacy on media policy. VUB. As lead researcher and supervisor.
- 2013-ongoing: Zwaartepunt Towards a Sustainable Media Ecology?: The Case of the Flemish Audiovisual Industry . VUB, from September 2013 - ongoing. Supervisor with Prof. Dr. Pieter Ballon (prolongued in 2017)
- 2014-2015: Research project on impartiality of Flemish public broadcaster VRT. VRT. Promotor.
- 2011-2013: Research project on future visions for PSM policies and strategies. VRT. Promotor.
- 2010-2011: Research project on future policies for innovation and research in the media market. IBBT-SMIT, from 1 July 2010 to the end of April 2011. As lead researcher.
- 2011: Research project on the opening of the Flemish cable market, advice for SACD. IBBT-SMIT, February 2011. As senior researcher.
- 2010: Research project on broadcasting and distribution in the US, Denmark and Flanders. IBBT-SMIT and MICT-IBBT (in cooperation with IES), from 1 August to end of November 2010. As lead researcher.
- 2010: 'Stakeholder consultation on the future of Flemish public broadcaster VRT'. IES and IBBT-SMIT, from 1 December to 1 June 2010. As lead researcher.
- 2005: 'MultiGov': Developing a multichannel strategy for e-government. IBBT-SMIT, from 1 September 2005. As junior researcher.
- 2005: 'Monit': Developing an instrument for ICT monitoring in Flanders. IBBT-SMIT, from 1 September 2005. As junior researcher.

## B | Ph.D. supervision

- Tim Raats (defended in January 2014). And now for something completely different? De rol en positie van de publieke omroep in een genetwerkte samenleving: Onderzoek naar de publieke omroepopdracht en –organisatie aan de hand van een comparatieve analyse van de culturele missie. Co-promotor (with Prof. Dr. Caroline Pauwels).
- Simon Delaere (to be defended in 2018). Spectrum policies in Europe: Comparative case study analysis. Promotor (with Prof. Dr. Caroline Pauwels).
- Anne-Sofie Vanhaeght (to be defended in 2019). Are co-creation, interaction and participation key to the achievement of public service media?.
- Eline Livémont (to be defended in 2020). Distribution and production of creative documentary film in Europe. Promotor (with Prof. Dr. Caroline Pauwels).

- Erisa Zykaj (to be defended in 2021). The EU communication on challenging referendums for Europe: A comparative analysis of the Dutch, Irish and British cases. Promotor (with Prof. Dr. Luciano Morganti).
- Ivana Kostovska (to be defended in 2022). The impact of subsidies for audiovisual production, online journalism and gaming industries on cultural and economic sustainability (with Prof. Dr. Tim Raats).
- Arlind Cara (to be defended in 2022). The impact of multi-stakeholderism on EU accession of Albania: Case study on media policy.

## D | Member of scientific networks

- Member of the editorial board of Nordicom Review
- Member of the RIPE 2016 conference team
- Member of the RIPE organisational committee
- Member of the EuroCPR scientific committee
- Member of the EuroCPR organisational committee
- Chair of the EuroCPR organisational committee
- Member of ECREA's Communication Law and Policy Section
- Member of IAMCR's Public Service Media working group

## E | Organisation of events bringing together scientists, industry and policy-makers

- 19 June 2018, Conference on the launch of the Media Hub Brussels, Brussels, imec-SMIT.
- 8 June 2017, Private Television in Europe: The Public Value of Commercial Media – How European and national policy makers can support it (or not), Brussels, iMinds-SMIT.
- 21-24 September 2016, RIPE “Public service media in the networked society”, Antwerp University, VUB and VRT, Brussels and Antwerp.
- 23 June 2016, Symposium ‘Online platforms, big data and privacy: What role for competition law?’, Brussels, iMinds-SMIT.
- 3 June 2015, Private television in Europe: Competition rules?! conference, iMinds-SMIT, Brussels.
- 23 and 24 March 2015, EuroCPR conference “New intermediaries in the hyperconnected society”, Brussels.
- 6 November 2014, Competition Law in the Broadcasting Sector – co-chair, IBC Legal Conferences, Brussels.
- 24 and 25 March 2014, EuroCPR conference “Prospects, challenges and limits to user-centric approaches in the digital information society”, Brussels.
- 18 February 2014, Competition law and collaboration between broadcasters workshop, iMinds-SMIT and ECEP, Brussels.
- 19 April 2013, Private television in Europe: Connecting to the future conference, iMinds-SMIT, Brussels.
- 21 and 22 March, EuroCPR conference “Lessons for the digital agenda”, Brussels.
- 25-27 March 2012, EuroCPR conference “Policies for the future Internet”, Ghent?
- 27-29 March, EuroCPR conference “Online content: Policy and Regulation for a Global Market”, Ghent.
- 28 and 29 April 2010, 20 years of Private television in Europe conference, iMinds-SMIT and IES, Brussels.
- 25 May 2010, Exporting the Public Value Test: evaluation of ex ante tests of public broadcasters’ new media services in EU Member States, IES and iMinds-SMIT, Brussels.
- 23 October 2009, Strengthening the European Information Society, IES and iMinds-SMIT, Brussels.
- 4 June 2009, European State aid policy and its impact on Member States’ regulation of public service broadcasting, IES and iMinds-SMIT, Brussels.
- February-May 2008, Spring lecture series of the Institute for European Studies (IES) (co-organised with IBBT-SMIT) on ‘Rethinking European Media and Communications Policies’, Brussels.

## F | Science communication

### Blogs and newspaper articles

- Donders, K. and Van den Bulck, H. (2016) Small nations, small public broadcasters and the acquisition of international content: Pressure on the free-to-air model. On Television from Small Nations blog, <https://smallnationstv.org/2016/07/06/small-nations-small-public-broadcasters-and-the-acquisition-of-international-content-by-karen-donders-and-hilde-van-den-bulck/>.
- Schooneknaep, I. and Donders, K. (2016) Inside the digital single market. On Open Democracy, <https://www.opendemocracy.net/ourbeeb/ilse-schooneknaep-karen-donders/what-is-digital-single-market>.
- Donders, K.; Van Rompuy, B. & Evens, T. (2014). Merger mania in distribution and content markets: need for European action. On the Media Policy Blog of the London School of Economics, 9 September, <http://blogs.lse.ac.uk/mediapolicyproject/2014/09/09/merger-mania-in-distribution-and-content-markets-need-for-european-action/>
- 23 professoren communicatiewetenschappen (2014). Wordt de VRT van morgen een omroep van alle Vlamingen of enkel van politici?. In De Morgen, 21 augustus.

- Donders, K. (2013). Een regelrechte tragedie. In De Standaard, 13 June, pp.38-39.
- Donders, K. (2008). EU-bemoeienis? In De Standaard, 26 August.
- Pauwels, C. & Donders, K. (2007). Nieuwe media in oude zakken. In De Tijd, 30 November.
- Pauwels, C.; Donders, K. & Loisen, J. (2007). Culturele diversiteit komt niet vanzelf. In De Tijd, 20 March.

#### Mentioning in newspaper articles

- Polak, T. (2017) Babiš nemá žádné etické standardy,“ tvrdí mediální expertka z Bruselu (Babis has no ethical standards, says media expert from Brussels), Blesk.cz, 19 May, <http://www.blesk.cz/clanek/zpravy-politika/466801/babis-nema-zadne-eticke-standardy-tvrdi-mediální-expertka-z-bruselu.html>
- Mentioning in Droeven, V. (2017) Mogen Telenet en Vier samen spelen? In De Standaard, 12 May, [http://www.standaard.be/cnt/dmf20170511\\_02878034](http://www.standaard.be/cnt/dmf20170511_02878034).
- Mentioning in Deckmyn, D. (2016). Eigen kweek eerst. In De Standaard, 26 May, [http://www.standaard.be/cnt/dmf20160525\\_02307871](http://www.standaard.be/cnt/dmf20160525_02307871).
- Mentioning in Debackere, J. (2015). Duitsland verwacht mediafusie van de eeuw. In De Morgen, 8 juli, <http://www.demorgen.be/plus/duitsland-verwacht-mediafusie-van-de-eeuw-b-1436312763362/>.
- Mentioning in Deckmyn, D. (2013). 650 jobs weg bij Franse televisie. In De Standaard, 30 August, p.D4.
- Mentioning  
In NN (2013). Toekomst commerciële televisiezenders ligt in samenwerking. In De Morgen, 19 April, <http://www.demorgen.be/dm/nl/997/Consument/article/detail/1617953/2013/04/19/Toekomst-commerciële-televisiezenders-ligt-in-samenwerking.dhtml>;  
In Nieuwsblad, 19 April, [http://www.nieuwsblad.be/article/detail.aspx?articleid=DMF20130419\\_00547090](http://www.nieuwsblad.be/article/detail.aspx?articleid=DMF20130419_00547090);  
In De Standaard, 19 April, [http://www.standaard.be/artikel/detail.aspx?artikelid=DMF20130419\\_00547090](http://www.standaard.be/artikel/detail.aspx?artikelid=DMF20130419_00547090);  
On deredactie.be, 19 April, [http://www.deredactie.be/cm/vrtnieuws/cultuur%2Ben%2Bmedia/media/belga\\_20130419\\_toekomst\\_zenders](http://www.deredactie.be/cm/vrtnieuws/cultuur%2Ben%2Bmedia/media/belga_20130419_toekomst_zenders);  
In Het Laatste Nieuws, 19 April, <http://www.hln.be/hln/nl/943/Consument/article/detail/1617953/2013/04/19/Toekomst-commerciële-televisiezenders-ligt-in-samenwerking.dhtml>
- Mentioning in Fockedeij, S. (2013). Zenders en operatoren worstelen over uitgesteld kijken: We zappen onze TV kaal. In Trends, 4 April, p.24ff.
- Mentioning in NN (2012). Vlaming wil grappiger VRT. In De Standaard, 22 March, [http://www.standaard.be/artikel/detail.aspx?artikelid=DMF20120322\\_203](http://www.standaard.be/artikel/detail.aspx?artikelid=DMF20120322_203).
- Mentioning in NN (2012) Vlaming wil meer humor op openbare omroep. In Knack, Plus Magazine, 22 March, <http://focus.knack.be/entertainment/tv/tv-nieuws/vlaming-wil-meer-humor-op-openbare-omroep/article-4000071226414.htm>.
- Mentioning in NN (2012). Vlaming wil grappigere VRT. In Het Laatste Nieuws, 22 March, <http://www.hln.be/hln/nl/957/Belgie/article/detail/1412776/2012/03/22/Vlaming-wil-grappigere-VRT.dhtml>.
- Mentioning in NN (2012). Vlaming wil meer humor op VRT. In Gazet van Antwerpen, 22 March, <http://www.gva.be/nieuws/media-en-cultuur/aid1141064/vlaming-wil-meer-humor-op-vrt.aspx>.
- Mentioning in NN (2012). Vlaming wil grappiger VRT. In Het Nieuwsblad, 22 March, [http://www.nieuwsblad.be/article/detail.aspx?articleid=DMF20120322\\_203](http://www.nieuwsblad.be/article/detail.aspx?articleid=DMF20120322_203).
- Mentioning in NN (2012). Vlaming wil meer humor op VRT. In Het Belang van Limburg, 22 March, <http://www.hbvl.be/nieuws/media-en-cultuur/aid1141064/vlaming-wil-meer-humor-op-vrt.aspx>.
- Mentioning in NN (2012). Vlaming wil grappigere VRT. In De Morgen, 22 March, <http://www.demorgen.be/dm/nl/2909/tv/article/detail/1412776/2012/03/22/Vlaming-wil-grappigere-VRT.dhtml>.
- Mentioning in Vangelder J. (2010). Willekeur tussen kabel en zender tussen kabel en zenders. In De Tijd, 14 December, p. 5.
- Mentioning in N.B. (2010). Vlaamse mediaregulator laakt duopolie Belgacom-Telenet. In De Morgen, 14 December, p. 20.
- Mentioning in Werbrouck, S. (2010). Het slappe koord tussen cultuur en concurrentievervalsing. In Knack, 15 September, p. 42-45.
- Mentioning in Debackere, J. (2010). Openbare omroepen moeten een toentje lager zingen. In De Morgen, 5 March.

#### Television and radio appearances

- Interview in VTM Nieuws 13h, 22 October 2016, AT&T en Time Warner Cable merger, <http://nieuws.vtm.be/cultuur-media/211665-att-neemt-time-warner-over>.
- Interview in RTP News 13h, 10 October 2013. <http://www.rtp.pt/noticias/index.php?article=687187&tm=8&layout=122&visual=61&source=mail>
- Guest in television programme "Studio TVL" on TVL, 10 April 2012 on 'De VRT in de 21ste eeuw: Overbodige luxe of maatschappelijke noodzaak'.
- Guest expert in radio programme 'Trio' on Klara, 3 April 2010 (11.00-12.00h) on 'de ondergang van de publieke omroepen'.

#### G | Policy advise

- Member of the China-EU digital Economy and Cybersecurity Expert Working Group, meetings in 2016, 2017 and 2018 (European

- Commission, DG Connect).
- Advice to several media companies, including VRT (on a structural basis), Medialaan, etc.
  - Advice for European Broadcasting Union on Return to Society project, 2015-ongoing.
  - Advice for European Broadcasting Union on Vision2020 project, January 2013-2014.
  - October 2011-October 2013: Member of the Raad voor Journalistiek (RvJ, Flemish Council for Journalism).
  - Presentation at the meeting of the European audiovisual regulators' group, Brussels, 15 November 2011, on 'Connected TV: value chain and policy implications'.
  - Policy advice, co-drafting and negotiation for the Flemish Cabinet of Media, Brussels, October 2010 – July 2011, on the new management contract between the Flemish Government and the public broadcaster VRT.